

THE FRANKLIN COUNTY BOARD OF SUPERVISORS HELD A BOARD RETREAT ON FRIDAY, JULY 8, 2011 AT THE CLUB AT HEATHERWOOD, BOONES MILL, VIRGINIA.

THERE WERE PRESENT:

Charles Wagner, Chairman  
 Russ Johnson, Vice-Chairman  
 Wayne Angell  
 Leland Mitchell  
 David Cundiff  
 Bobby Thompson  
 Ronnie Thompson

OTHERS PRESENT:

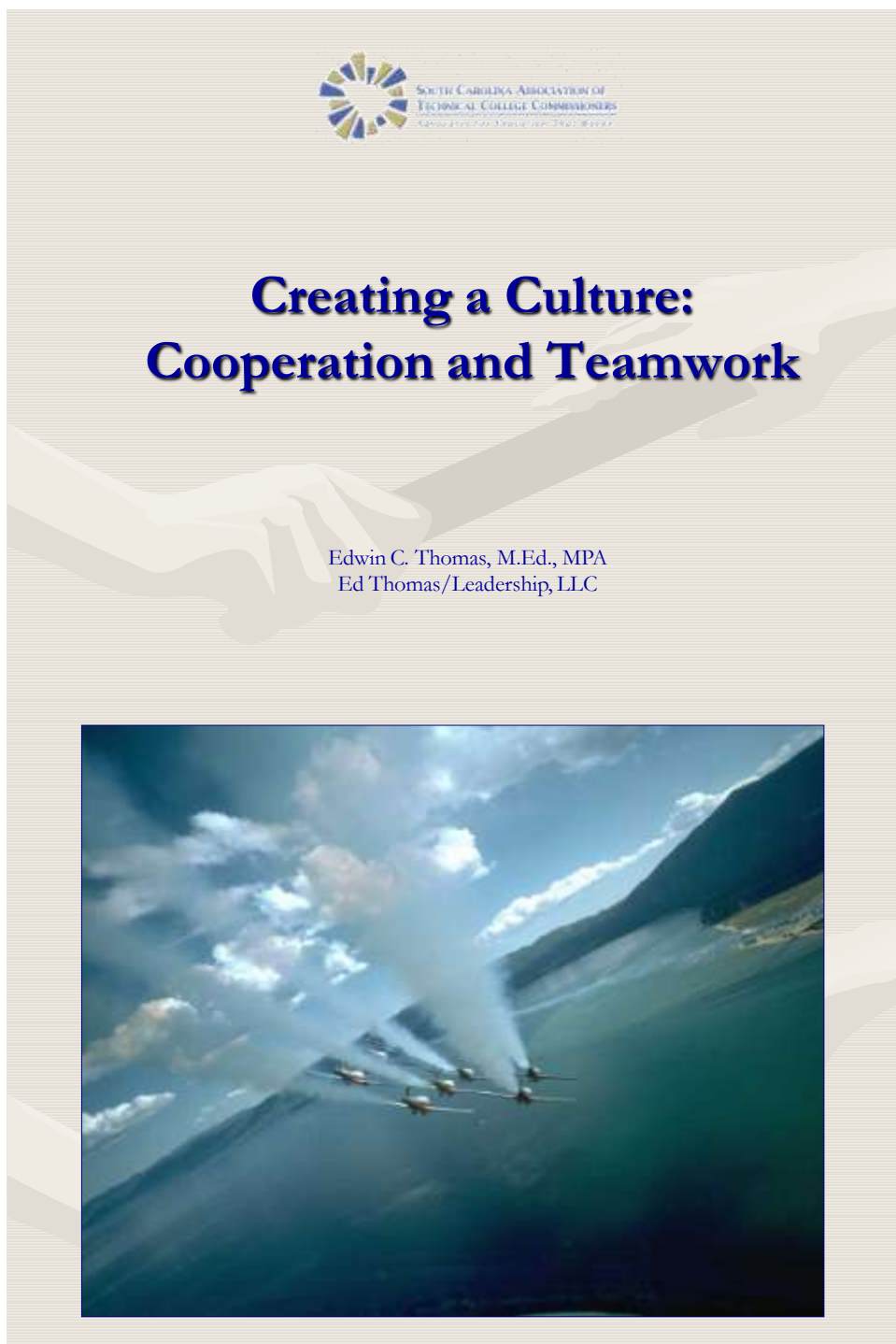
Richard E. Huff, II, County Administrator  
 Christopher L. Whitlow, Asst. Co. Administrator  
 Larry V. Moore, Asst. County Administrator  
 Connie Stanley, Executive Assistant

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Chairman Charles Wagner called the meeting to order.

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The morning session was facilitated by Randy Krantz, Bedford County Commonwealth Attorney on "Communication, Coordination, & Cooperation". His PowerPoint presentation is below.





When people come together and set aside their individual needs for the good of the whole, they can accomplish what might have looked impossible on paper. They do this by eliminating the politics and confusion that plague most organizations.

Patrick Lencioni. *Overcoming the Five Dysfunctions of a Team: A Field Guide*. Jossey-Bass, 2005.

## Two Important Questions

- Are we really a team?
- If we are, are we ready for the heavy lifting required?



## Members of Teams with an Absence of Trust...

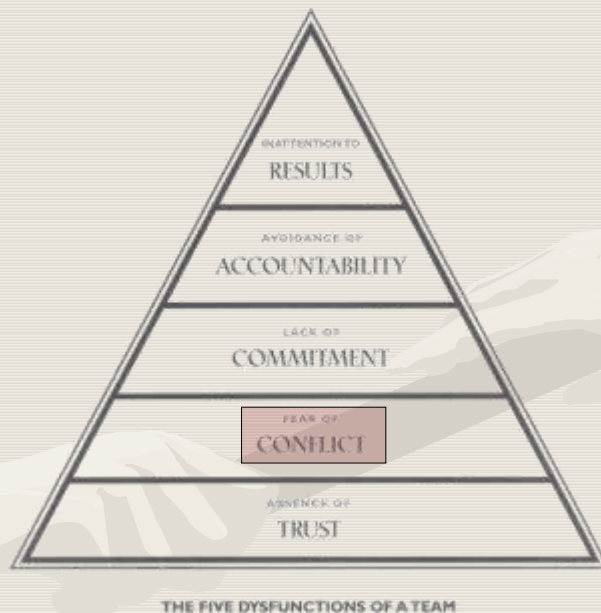
- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- Fail to recognize and tap into one another's skills and experiences
- Waste time and energy managing their behaviors for effect
- Hold grudges
- Dread meetings and find reasons to avoid spending time together

## Key Points on Building Trust

- Trust is the foundation of teamwork
- On a team, trust is about vulnerability, which is difficult for most people
- Building trust takes time, but the process can be accelerated
- Trust is never complete – it must be maintained over time

## Strategies for Overcoming Dysfunction 1

- Personal Histories Exercise
- Team Effectiveness Exercise
- Personality and Behavioral Assessments
- 360 Degree Feedback
- Experiential Team Exercises
- Off-Sites/Retreats



## Teams That Fear Conflict...

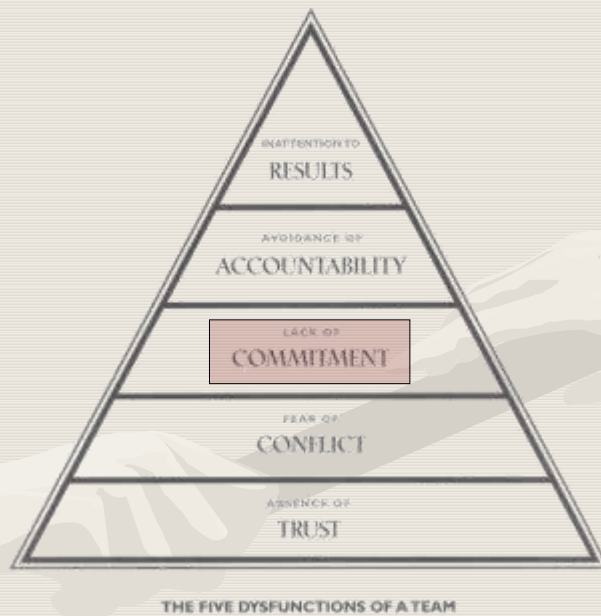
- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members
- Waste time and energy with posturing and interpersonal risk management

## Key Points on Mastering Conflict

- Good conflict among team members requires trust, which is all about engaging in unfiltered, passionate debate around issues
- Even among the best teams, conflict will at times be uncomfortable
- Conflict norms must be discussed and made clear among the team
- The fear of occasional personal conflict should not deter a team from having regular, productive debate

## Strategies for Overcoming Dysfunction 2

- Mining for Conflict
- Real-Time Permission
- Meetings as an Arena for Conflict
- Assessments



### A Team That Fails to Commit...

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second guessing among team members

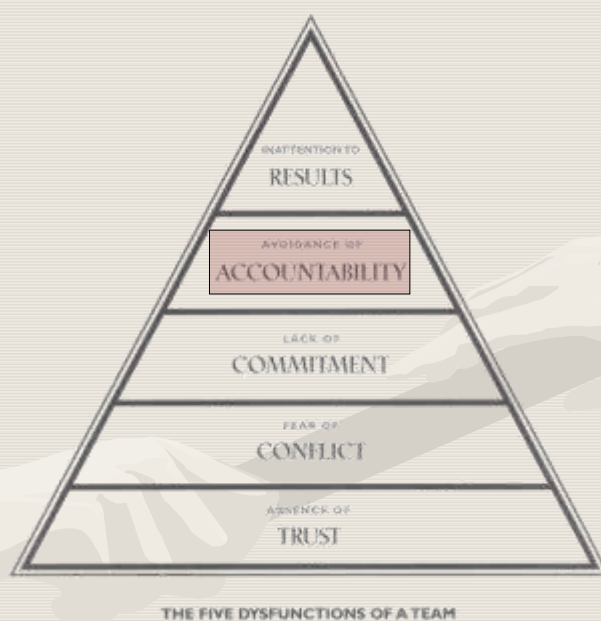


## Key Points on Achieving Commitment

- Commitment requires clarity and buy-in
- Clarity requires that teams avoid assumptions and ambiguity, and that they end discussions with a clear understanding about what they decided upon
- Buy-in does not require consensus. Members of great teams learn to disagree with one another and still commit to a decision

## Strategies for Overcoming Dysfunction 3

- Commitment Clarification
- Cascading Messaging
- Deadlines
- Committing to Key Principles
- Thematic Goals



## **A Team That Avoids Accountability...**

- Creates resentment among team members who have different standards of performance
- Encourages mediocrity
- Misses deadlines and key deliverables
- Places an undue burden on the team leader as the sole source of discipline

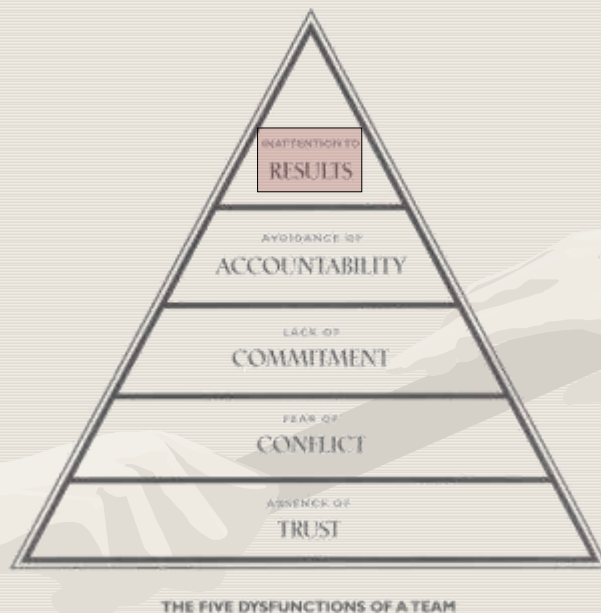
## **Key Points on Embracing Accountability**

- Accountability on a strong team occurs directly among peers
- For a culture of accountability to thrive, a leader must demonstrate a willingness to confront difficult issues
- The best opportunity for holding one another accountable occurs during meetings and a regular review of a team scoreboard provides a clear context for doing so

## **Strategies for Overcoming Dysfunction 4**

- Publication of Goals and Standards
- Simple and Regular Progress Reviews
- Team Rewards





## A Team That Lacks Focus on Results

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

## Key Points on Focusing on Results

- The true measure of a great team is that it accomplishes the results it sets out to achieve
- To avoid distractions, team members must prioritize the results of the team over their individual or departmental needs
- To stay focused, teams must publicly clarify their desired results and keep them visible

## Strategies for Overcoming Dysfunction 5

- Public Declaration of Results
- Results-Based Rewards

The problem facing communities today is not the issues, it is the inability to build and maintain coalitions to deal with those issues

- John Gardner

## Collaboration Defined

Collaboration goes beyond communication, cooperation, and coordination...it means to work together. It is a mutually beneficial relationship between two or more parties to achieve common goals by sharing responsibility, authority and accountability for achieving results.

David D. Chrislip. *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*. 2002.

## On Our Lack of BHAG's

- A BHAG (big, hairy, audacious goal) is clear and compelling and serves as a unifying focal point of effort – often creating immense team spirit. It has a clear finish line, so the organization can know when it has achieved the goal

## Keys to Successful Collaboration

- Good timing and clear need
- Strong stakeholder groups
- Broad-based involvement
- Credibility and openness of the process
- Commitment and/or involvement of high-level, visible leaders
- Support or acquiescence of “established” authorities or powers
- Overcoming mistrust and skepticism
- Strong leadership of the process
- Interim successes
- A shift to broader rather than parochial concerns

David Chrislip and Carl E. Larson, *Collaborative Leadership: How Citizens and Civic Leaders Can Make A Difference*, 1994.



When people come together and set aside their individual needs for the good of the whole, they can accomplish what might have looked impossible on paper. They do this by eliminating the politics and confusion that plague most organizations.

Patrick Lencioni. *Overcoming the Five Dysfunctions of a Team: A Field Guide*. Jossey-Bass, 2005.

The afternoon session began with Rick Huff discussing 2011-2012 Priorities for County Administration and Staff. He provided the 20 priorities that were included in the Board's February, 2009 Strategic Plan and asked the Board to review and give direction for the new fiscal year. Below are the 20 priorities from the 2009 Strategic Plan.

**BOARD PRIORITIES**

1. Create a mechanism to effectively involve the broader community in major issues, especially land use.
2. Enhance County fire and EMS by increased support of volunteers, expansion of paid staff where it is needed, strategic placement of new and refurbished facilities, and emergency medical dispatch.
3. Implement a water/sewer strategy for the County.
4. Develop and implement a comprehensive agriculture support plan.
5. Develop and implement a strategy to effectively coordinate and strengthen human services in the county to address the social factors identified in our Vision (i.e. poverty, child abuse, domestic violence, self-sufficiency, mental health, school performance).
6. Develop a specific strategy to more fully realize the potential of Philpott Lake, including protection of it and the use of it as an economic catalyst.
7. Develop and implement a strategy with the County School System that results in an effective process of setting goals and allocating resources.
8. Continue the process of rewriting the Zoning and Subdivision Ordinance with a focus on strengthening the village concept and using flexible standards to meet needs of all areas of the County.
9. Re-examine and revise the Comprehensive Plan to insure broader community support. (Consider whether a build-out analysis would be a useful tool for the Board and the staff in arriving at a consensus on the Plan).
10. Develop a strategy and timeline for job growth and economic development that raises the County's median income to include site development, funding set-asides, and a marketing plan. (Include the role/growth of Ferrum College as part of the strategy).
11. Investigate the flexible design of strategies to deliver service based on the needs of the community (i.e. achieve a greater understanding of the individual needs/income of County residents; examine strategies to give more flexibility in the incremental payment of taxes; examine service/taxing districts).
12. Match capital improvements realistically with anticipated funding, including merging school needs with other County needs.
13. Pilot at least one solid waste compacting and recycling site.
14. Achieve exemplary customer service throughout County government (including measures and attention to problem areas).
15. Develop an effective process for working with the Planning Commission to insure a greater understanding of vision, goals, and the rationale for decisions.
16. Plan the next step in the County's branch library system.
17. Continue the program to purchase development rights to preserve land for conservation.
18. Continue to investigate passenger rail and bus service to Franklin County.
19. Develop a ridgeline protection ordinance.
20. Use the Parks and Recreation Master Plan to guide recreational facility development and programming, to include:
  - Ensure that there is Lake access and access to recreation facilities for County residents that do not currently have them
  - Implementation of the existing Trail Plan

Rick Huff asked the Board of Supervisors what they want to accomplish/what was important for 2012.

**Johnson:** Job growth, Economic Development & Philpott Lake. More proactive steps for Philpott Lake growth, possible a multi-county commission to be formed. A staff analysis and recommendations for all School budget requests that come before the Board. (Priority #6, #7, #10 above)

**B. Thompson:** Would like a picture of what the next five years look like; Building Code Official Structure and more clarity with the Capital Improvement Plan. (Priority #7, #12 above)

**Cundiff:** More support for Fire/EMS volunteers. Keep the public engaged more on Land Use. More work with Purchase of Development Rights Conservation. Natural gas line for County. (Priority #1, #2, #17 above)

**Mitchell:** Comprehensive Agriculture Support Plan and Ag Director needed. (Priority #4 above)

**Wagner:** More customer service. (Priority #14 above)

**R. Thompson:** More up to date information on Web Site to include meeting products availability, Friday Packet information, etc. Better review of budget process for school/carryovers. (Priority #7, #14 above)

The Board suggested another retreat/meeting in mid-late November after the elections to discuss guiding principles of the Board, responsibilities of the Chairman and Vice Chairman and role of BOS and School Board.

Daryl Hatcher presented an update on Fire/EMS Stations and Vehicle Fleet Management Report.

Glade Hill & Westlake

## **FIRE & EMS STATION UPDATE**

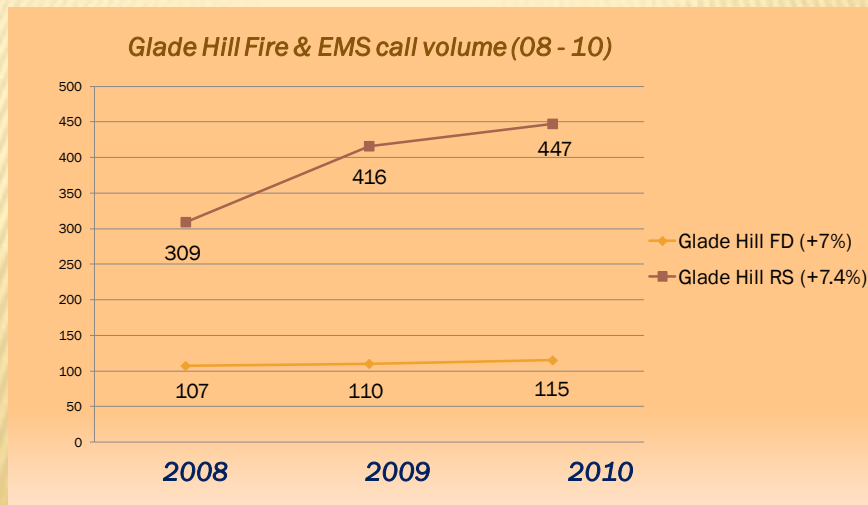
### **SUMMARY**

- ✘ Past fire and EMS station reports identified need for new stations in some areas.
- ✘ Glade Hill and Westlake were identified as areas of greatest need.
- ✘ Carilion offered a parcel in the Westlake Town Center for station site.
- ✘ No suitable site has been located in the Glade Hill area to date.

## GLADE HILL STATION

- ✖ 8% of all county fire calls are in the Glade Hill Fire area.
- ✖ 9% of all county EMS calls are in Glade Hill Rescue Squad area.
- ✖ Glade Hill fire calls have increased 7% between 2008 and 2010.
- ✖ Glade Hill EMS calls have risen 7.4% between 2008 and 2010..

## GLADE HILL CALL VOLUME



## GLADE HILL RESCUE





## GLADE HILL RESCUE



.5 acre site of current Glade Hill Rescue Building

## GLADE HILL RESCUE

- ✖ Reorganized in 2007 due to low membership. (<7 members)
- ✖ Current membership : 35 active
- ✖ Building is located on .5 acres on Rt. 40.
- ✖ Vehicles: 2 Advanced Life Support ambulances, 1 Response vehicle, 1 Crash truck.
- ✖ Some building improvements made in 2007 in order to staff building.
  - + Added beds in meeting room.
  - + Updated kitchen.
  - + Fire code upgrades to accommodate staffing station.

## GLADE HILL RESCUE

- ✖ In 2011, response time averages 12.7 minutes.
- ✖ Reaction 1 minute or less 57% of the time.
- ✖ Response time less than 10 minutes 59%
- ✖ 43% of calls are treated at ALS level.
- ✖ 40% are treated with Basic Life Support (BLS) level.

## GLADE HILL FIRE DEPT.



## GLADE HILL FIRE DEPT.



.75 acre site of Glade Hill Fire Department.

## GLADE HILL FIRE DEPT.

- ✖ GHFD has approximately 30 active members.
- ✖ Strong community support.
- ✖ Building issues:
  - + The building has structural issues that render it unsuitable for renovation.
  - + The parcel is not large enough (.75 acre) to allow construction of a new facility in the current location.
  - + Site distance onto Rt. 40 is a problem at this location also.
  - + The station does not have an adequate office and storage space and the
  - + well that serves the property has a capacity of less than 1 gallon per minute.
  - + Constructing a new facility at this site would be impractical.

## GLADE HILL FIRE DEPT.

- ✖ GHFD averaged 120 calls annually from 2008 - 2010
- ✖ Average response time 11.2 minutes.
- ✖ 2011 ytd fire data:
  - + 93 total calls
  - + 13 structure fires
  - + 9 brush fires
  - + 23 motor vehicle accidents
  - + 26 cancelled en route
  - + 13 minute response time avg to structure and brush fires
  - + Fire damages to structures estimated at \$138,500 since January.

## JOINT FIRE & EMS STATION GLADE HILL COMMUNITY

- ✖ Location
  - + 3 -5 acre site needed with adequate site distance.
- ✖ Facility:
  - + 13000 (+/-) square ft.
  - + Shell building
  - + 6 drive thru bays (3 fire, 2 EMS, 1 shared)
  - + Equipment maintenance room.
  - + Backup generator.
  - + Equipment storage
    - ✖ gear, hoses, HazMat, Medical

## JOINT FIRE & EMS STATION GLADE HILL COMMUNITY

- ✖ Support Areas:
  - + Offices
  - + Dorm Rooms
  - + Kitchen/Dining area
  - + Staff restrooms with showers
  - + Dayroom
  - + Fitness area
  - + Meeting Room/training room.
  - + SCBA (breathing apparatus) room w/compressor.



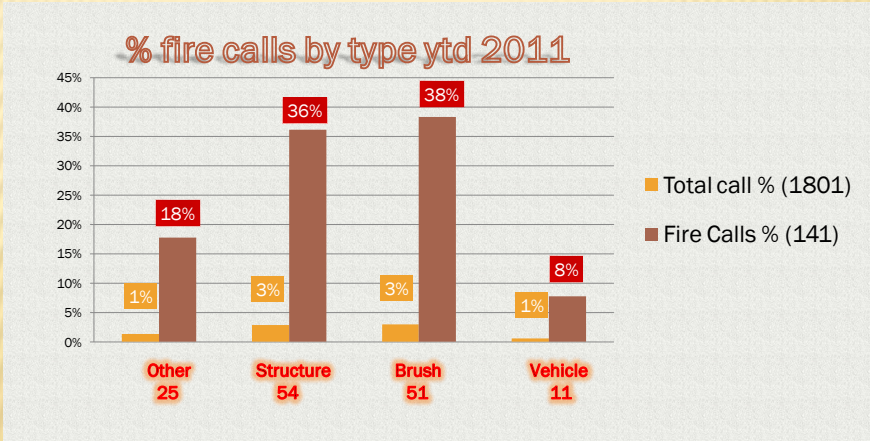
# JOINT FIRE & EMS STATION GLADE HILL COMMUNITY

- ✖ Costs:
  - + Construction ranges \$100 - \$150 sq ft.
  - + Approx. \$1,625,000 total cost.
  - + \* Assumes land to be provided by GHRS. \*
- ✖ Funding
  - + \$415,858 taken from Vol. EMS Revenue Recovery reserve for A & E and site development. 

Currently \$40K per year from billing.
  - + \$1,625,000 (+/-) loan.
    - ✖ Debt service= \$124,924 (20 yrs; 4.5%)
- ✖ Possible Timeline:
  - + FY 11-12 Complete A&E plans
  - + FY 12 - 13 Construction & Financing

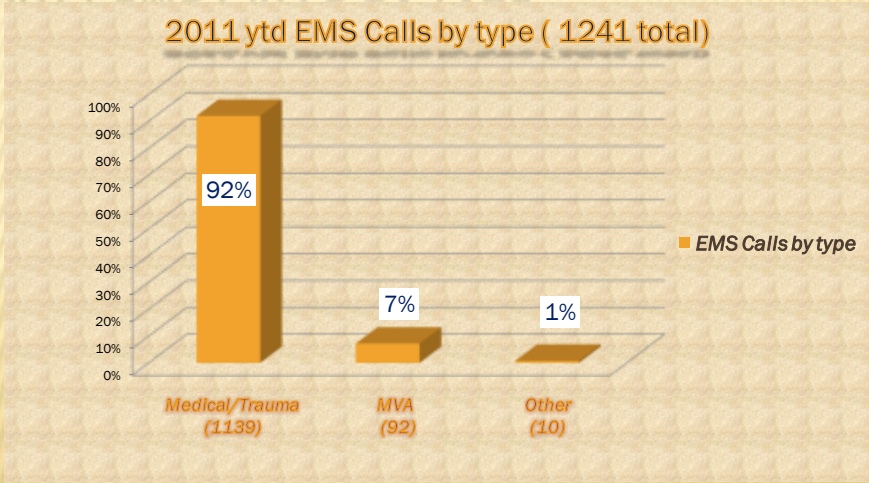
The (A&E) construction plans for this station will serve as a template for future, similar stations.

## 2011 FIRE CALLS YTD



Brush fires account for 52% of fire responses and 3% of all calls received.  
Structure fires account for 36% of fire responses and 3% of all calls received.

## 2011 EMS CALLS BY TYPE



92% of all EMS calls are either medical or trauma related.  
MVA responses account for 7% of all EMS calls.

## WESTLAKE PUBLIC SAFETY STATION

- ✖ Opened May 2008 for EMS calls only.
- ✖ Fire apparatus assigned to Westlake Sept 2009
- ✖ Leased facility with no sheltered area for vehicle storage.
- ✖ Lease expires March 2013.
  - + Escape clause in lease if building located in Westlake Town Center.
- ✖ Building site offered to county by Carilion to construct public safety station in Westlake Town Center.

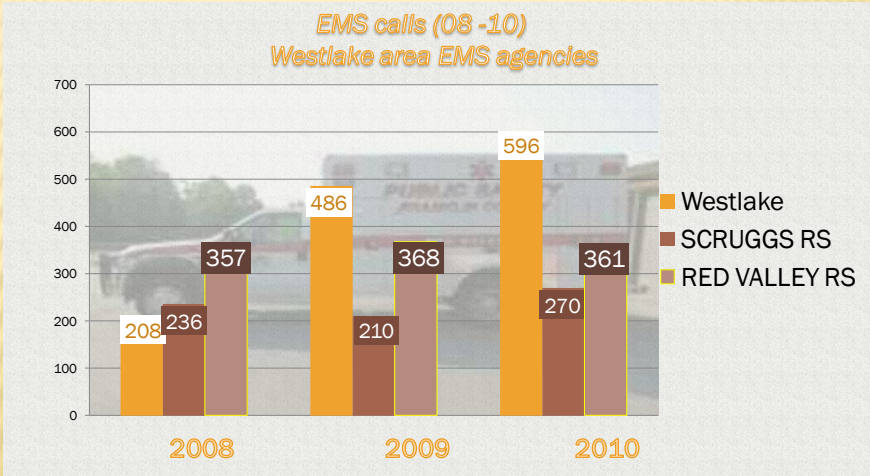
## WESTLAKE PUBLIC SAFETY STATION



## WESTLAKE PUBLIC SAFETY STATION

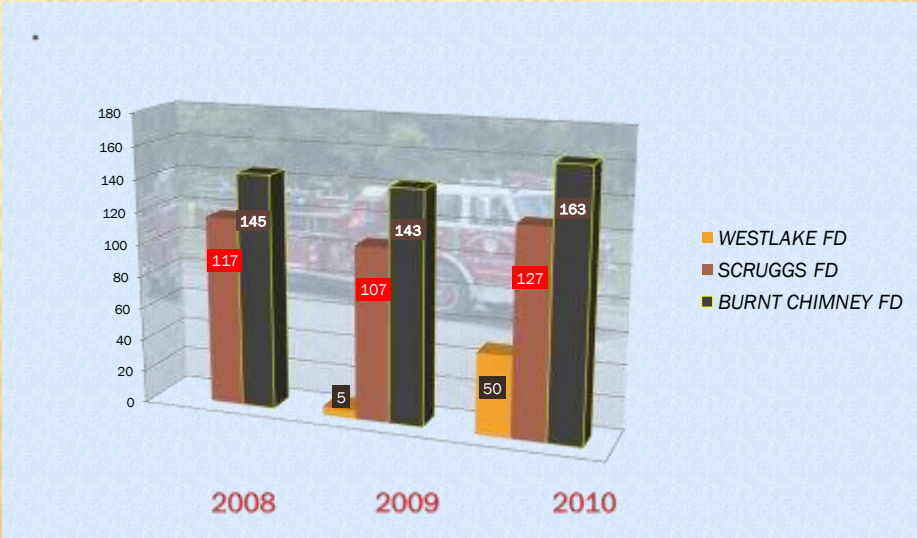


## WESTLAKE RESPONSES



Westlake and Red Valley calls have increased.  
Scruggs calls decreased in 2009, but increased in 2010.

## FIRE CALLS (08 - 10) WESTLAKE AREA FIRE DEPT'S



## WESTLAKE EMS RESPONSES

- ✖ 2008 Westlake responded to 208 EMS calls
  - + Average response time of 9.6 minutes.
- ✖ 2009 the station responded to 486 EMS calls
  - + Average response time of 9.9 minutes.
- ✖ 2010 the station responded to 596 EMS calls
  - + Average response time of 10.5 minutes.
- ✖ 2011 ytd Westlake ambulance has already responded to **524 calls.**
  - + Response of 5 minutes or less to 135 calls (26%)
  - + Response of 5 - 10 minutes for 124 calls (24%)
  - + Response in excess of 10 minutes for 123 calls (23%)
  - + Response in excess of 15 minutes 70 calls (13%)
- ✖ Note\*\*the opening of a retirement community in 2008 has had a significant impact on call volumes for Westlake.
  - + In 2011, the Westlake ambulance has responded to that facility 69 times which is 13% of the stations responses.



## WESTLAKE AND ISO RATINGS

- ✖ Westlake currently has a 10 fire classification rating.
  - + >5 miles from Scruggs & Burnt Chimney Fire Stations.
  - + >No hydrant availability during last ISO review in 2007.
- ✖ Since opening in 2010
  - + Hydrants have been installed throughout community.
  - + Some insurance carriers have already decreased insurance rates for several of the commercial buildings in Westlake.
  - + An ISO review for Franklin County is scheduled for August.
    - ✖ Expect the fire classification to decrease from 10 – 7 for areas within 5 miles of the station that are located within 1000 feet of a hydrant.
    - ✖ The fire insurance rate in the Westlake Town Center was reduced by almost 30% this year as the insurance company reduced the rating from a 10 to a 6 due to the availability of hydrants and the distance from the Westlake station.

## WESTLAKE PUBLIC SAFETY STATION

- ✖ Location:
  - + Land available in Westlake Town Center
- ✖ Facility:
  - + 7500 (+/-) square ft. building
    - ✖ Includes office space for sheriff's office substation.
  - + 2 drive thru bays (1 fire engine, 1 ALS ambulance)
  - + Equipment storage
    - ✖ gear, hoses, HazMat, Medical
    - ✖ SCBA room with compressor.

## WESTLAKE PUBLIC SAFETY STATION

- ✖ Support Areas:
  - + Offices
  - + Dorm Rooms (5 person staff)
  - + Kitchen/Dining area
  - + Staff restrooms with showers
  - + Dayroom
  - + Fitness area
  - + Public Lobby & restroom
  - + Training/conference room

## WESTLAKE PUBLIC SAFETY STATION

- ✖ Costs:
  - + Construction ranges \$100 - \$150 sq ft.
  - + Approx. \$937,500 building cost.
  - + Approx. \$200,000 site preparation and A & E
- ✖ Funding:
  - + \$100,000 funding currently available in CIP (apply to site prep and A & E)
  - + \$1,037,500 (+/-) loan.
    - ✖ Debt service= \$80,000, 20 yrs; 4.5%
    - ✖ Current lease \$41,328 annually
- ✖ Possible Timeline:
  - + FY 11-12 Complete A&E plans
  - + FY 12 - 13 Construction & Financing

## FRANKLIN COUNTY PUBLIC SAFETY

### Vehicle Fleet Management Report

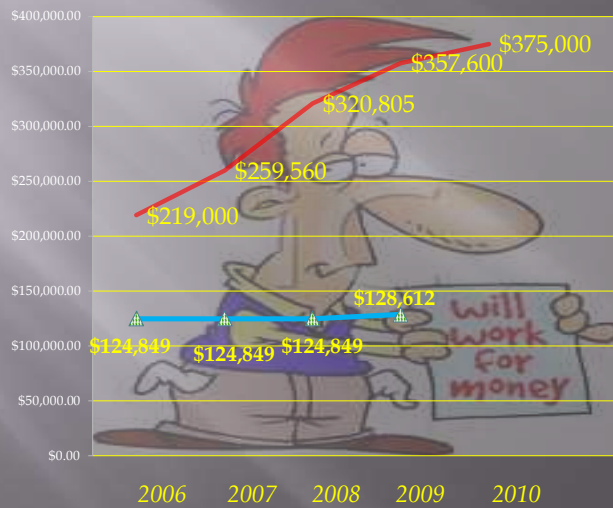


*Daryl L. Hatcher*  
July 8, 2011

### Past History

- ❑ Prior to 2006
- ❑ Vehicles purchased by individual agency
- ❑ No standard specifications
- ❑ Funds were generated from county supplement and community donations.
- ❑ Vehicles purchased were largely based on available funding.
- ❑ Volunteer agencies lost members due to increasing time demands for members.
- ❑ Prior to 1992, many vehicles were converted for service by department.

## PS Vehicle Costs 06-10



## Vehicle Mandate examples Fire Apparatus

- 1991-Siren/ Air horns cannot be mounted on or above the cab of the vehicle.
- 1991-All riding positions must be enclosed.
- 1991-All riding positions must be equipped with lap and shoulder belt restraints that are longer than standard design to accommodate bunker gear.
- 1991-Vehicle passenger compartments must be engineered and constructed to support the loaded weight of the vehicle.
- 2001-Lighting/ Lettering-Firefighting apparatus DOT lighting requirements updated. Lettering must include reflective striping.
- 2001-Speed governor-Firefighting apparatus must not be capable of exceeding 68 mph. Tankers in excess of 1250 gallons cannot be capable of speeds greater than 60 mph.
- 2001-Safety equipment-Breathing apparatus must be included for each riding position in the vehicle.
- 2008-Primary apparatus must be equipped with automatic defibrillator.
- 2008 -Emission standards-All diesel vehicles must meet EPA emission standards by 2010.
- 2010-All fire fighting apparatus must be equipped with vehicle data recording systems.

## Crash facts

(National Institute for Occupational Safety & Health)

- Why are more firefighters are killed in personal vehicles than fire apparatus?
  - Majority of volunteer FF's respond to scene in personal vehicles.
  - Personal vehicles are not equipped for emergency responses.
  - Personal vehicle responses increase liability for firefighters.
  - 5 person cab is standard for Fire Engines.
  - **Recommendation: Firefighters must respond to station to respond on apparatus.**



## Tanker Crash facts

(National Institute for Occupational Safety & Health)

- ▣ NIOSH crash studies determined that tankers operators are killed at twice the rate as those operating Engines and Ladders combined.
  - ▣ Least experienced drivers usually operate tankers.
  - ▣ Rural roads allow for higher speeds.
  - ▣ Operator error due to water shift.
  - ▣ Majority of all firefighter fatalities were not wearing seatbelts prior to accident.

## Tanker Crash facts

(National Institute for Occupational Safety & Health)

- ▣ Recommendations for Prevention
- ▣ Develop, implement, and enforce standard operating procedures (SOPs) with regard to the use of seat belts.
- ▣ Ensure that drivers have necessary driving skills and experience and provide them with periodic refresher training.
- ▣ Keep a vehicle maintenance schedule.
- ▣ Inspect the complete vehicle at least annually.
- ▣ Adhere to the requirements of NFPA 1901 for an approved mobile water supply vehicle [NFPA 2001].
- ▣ Equip all vehicles with seat belts.
- ▣ Ensure that water tank capacity is adequate and has proper tank mounting and sufficient front and rear weight distribution.
- ▣ Ensure that the weight of the fully loaded vehicle does not exceed the gross axle weight rating of any axle and the gross vehicle weight rating of the chassis.
- ▣ Ensure that the center of gravity of the vehicle does not exceed the chassis manufacturer's specified center of gravity.
- ▣ Provide proper baffles to control water movement for all vehicles equipped with water tanks.
- ▣ Verify that vehicles are of proper design and have adequate suspension, steering, and braking ability.

## Vehicle replacement guidelines

- ▣ Responder safety
  - ▣ Vehicle not equipped with proper safety equipment
  - ▣ Lap belts only
  - ▣ Exceeds GVWR
- ▣ Demonstrated need
  - ▣ Vehicle must have useful purpose
  - ▣ Vehicle must be used regularly
- ▣ Justifiable need
  - ▣ Age/Mileage (25 yrs or >100,000 miles)
  - ▣ Mechanical (Frequent breakdown, excessive maintenance costs)

## Benefits to standard fleet

- ▣ Increased provider safety. All vehicles purchased since 2006 are compliant with the NFPA 1901 standard which addresses fire apparatus safety.
- ▣ Increased patient safety. Ambulances must meet federal crash safety guidelines.
- ▣ Reduced apparatus needed to respond to incidents
- ▣ Increased water capacity and standard vehicle design has reduced ISO ratings in numerous areas of the county.
- ▣ Departments justify need for vehicles based on long range goals and planning.
- ▣ Departments still have a unique identity in vehicles. Vehicle upfit costs borne by the volunteer department.
- ▣ Removes older vehicles from fleet that do not meet modern safety standards.
- ▣ One training class to operate all similar vehicles.
- ▣ Maintenance trends can be addressed prior to major breakdown.
- ▣ Reallocation of vehicles retires older apparatus from service.
- ▣ Insures vehicles are used for their entire serviceable life.

## 5 year plan 2006–2010 Fire Apparatus

▣ <u>2006</u>	-	
▣ <u>2007</u>	▪ Henry Tanker (demo)	\$219,000
▣ <u>2009</u>	▪ Snow Creek Engine	\$320,805
	▪ Callaway Engine	\$259,560
	▪ Boones Mill Engine (Accident) (Remount)	\$180,500*
▣ <u>2010</u>	▪ Glade Hill Tanker	\$357,600
	▪ Burnt Chimney Brush Truck	\$51,800
▣ <u>2011</u>	▪ Glade Hill Brush Truck	\$51,800
	▪ Snow Creek Brush Truck	\$51,800
▣ <u>2011</u>	▪ Fork Mtn. Tanker	\$376,337

## 5 year plan 2006–2010 Fire Apparatus

- ▣ Pending purchases
  - Boones Mill Engine\*
  - Fork Mountain Urban Interface\*
  - Rocky Mount Tanker\*\*
- \*Funds are already in FY 11-12 CIP budget.
- \*\*Funds allocated in FY -06-07 will not cover current purchase cost.

5 year plan 2006–2011  
EMS Vehicles

- ▣ 2007
  - Boones Mill Ambulance 2wd \$124,849
  - Glade Hill Ambulance 4x4 \$128,612
  - Fork Mtn. Ambulance 4x4 \$128,612
  - Scruggs Ambulance 4x4 (Grant\*) \$32,725 (\$91,993\*)
- ▣ 2008
  - Franklin Co Ambulance 4x4 \$128,612
  - Red Valley Ambulance 2wd \$124,849
- ▣ 2009
  - Franklin Co Ambulance 4x4 \$128,612
  - Westlake Ambulance 4x4 \$128,612
  - Ferrum Ambulance 4x4 \$128,612
- ▣ 2010
  - No vehicles purchased

5 year plan 2006–2011  
EMS Vehicles

- ▣ Pending purchases
  - Franklin Co. Medium duty crash truck
    - ▣ Funds are already in CIP budget.
    - ▣ Building renovations must be completed.
    - ▣ Internal debate to determine if renovations are necessary.

Future Fleet Projects  
2012 – 2017

- ▣ EMS Vehicles
  - ▣ Crash truck phase out
  - ▣ Ambulance needs for rural depts.
- ▣ Fire apparatus      Retire apparatus <1992
  - Tanker for Ferrum      (1991 Engine)
  - Engine/Ladder Scruggs      (1991 Engine)
  - Engine for Burnt Chimney      (1984 Engine)
  - Callaway Brush truck      (1984 GMC)
  - Henry Brush Truck      (1978 Dodge)



## Boones Mill Engine project

- ▣ Remounted in 2007 after accident.
- ▣ New chassis only
  - No upgrade to fire pump
  - Plumbing and compartments original to truck.
  - Should be replaced with county specification engine.
  - Boones Mill is 3<sup>rd</sup> busiest department.
- ▣ Current Boones Mill Engine
  - Still serviceable.
  - Reassign to Burnt Chimney 2<sup>nd</sup> busiest department.
  - Current Burnt Chimney engine is 1991 model with 2 man cab.
  - Burnt Chimney slated for Fire Engine replacement in next 5 year plan.
  - Current BCFD engine should be rotated to a less busy station.
  - Reallocate current Burnt Chimney Engine to Westlake and retire the 27 year old Engine providing first due service.

## Boones Mill engine project



## Crash truck project



Franklin Co Rescue  
Crash 2, Medium duty,  
1992 International Chassis

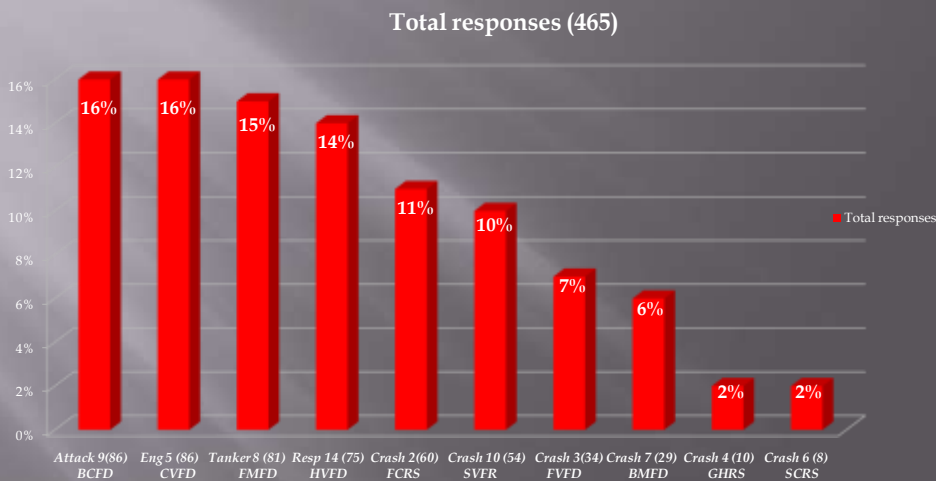
## Crash truck project Quick Facts

- ❑ Lack of available EMS staff limits personnel available to respond crash truck.
- ❑ EMS personnel must concentrate on two critical tasks.
  - Patient extrication
  - Patient care and treatment.
- ❑ Fire departments already provide extrication duties in all areas except Rocky Mount and Snow Creek.
- ❑ Fire personnel are already trained in vehicle extrication.
- ❑ Fire apparatus with charged hose line required at all patient extrications.
- ❑ Historically EMS services provide patient rescue services. Hence the nickname “Rescue Squad”.

## Crash truck response data

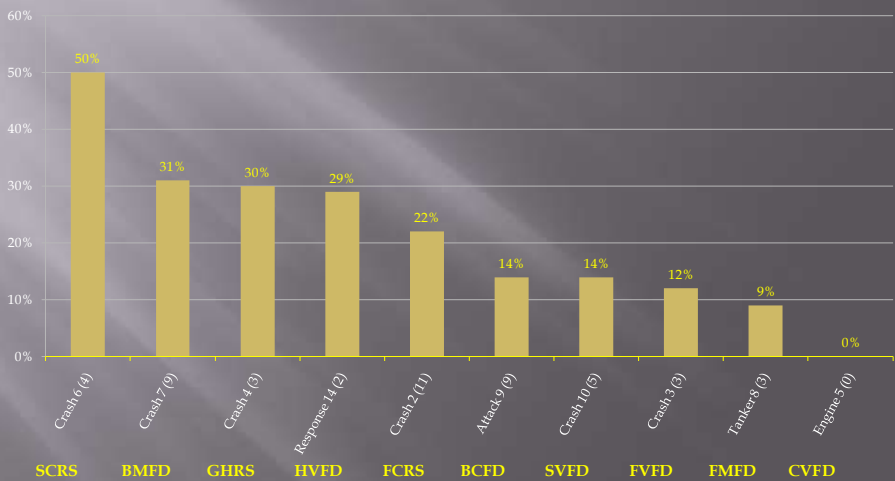
- ❑ Staff studied CAD data for 2010.
- ❑ Goal: Determine practicality of EMS services providing patient extrication services.
- ❑ Fire apparatus with extrication gear had more overall responses than dedicated crash trucks.
- ❑ Rural crash trucks had higher percentage of extrications per vehicle due to lower number of responses.

## 2010 Crash truck responses



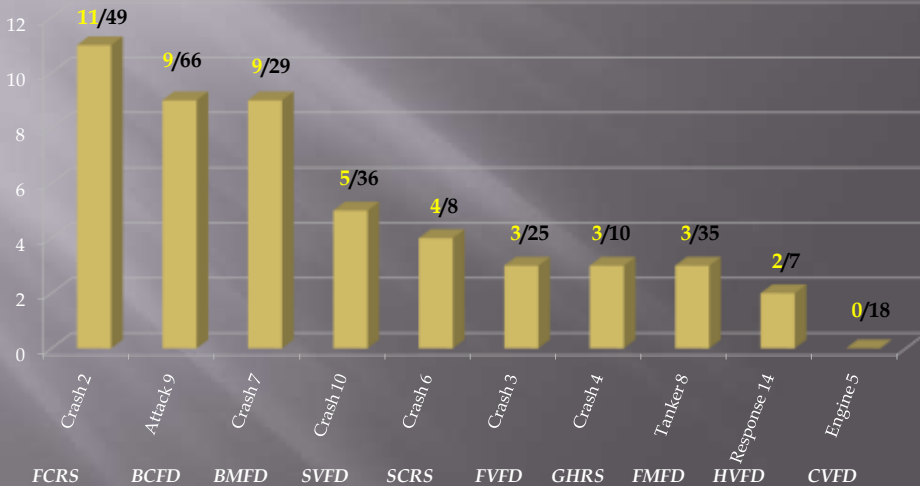
\*Increased frequency of use from fire apparatus equipped with extrication gear.

## % MVA's with entrapment



Note: Numbers in parenthesis reflect # of extrications for each apparatus.

## Extrications / MVA's 2010



## FCRS Crash Truck replacement project

- Request: Replace Franklin County Rescue Squad's medium duty crash truck.
- 1992 International chassis with "walk-in" style service body.
- Complaints:
  - Does not transport enough personnel. Current vehicle capacity is 2 members. Most extrications require 4 personnel.
  - Does not have capacity to transport needed equipment due to "walk-in" design.
  - Poor performance in inclement weather grounds vehicle from service.
  - Truck is nearing its serviceable lifespan during next 5 year plan.
  - Poor design when purchased by squad.
  - Impractical to up-fit with updated design.

## ***FCRS Crash Truck replacement project***

- ▣ FCRS crash truck responded to 60 incidents in 2010.
- ▣ 11 of these crashes included passenger entrapment.
- ▣ Only medium duty crash truck for entire county.
- ▣ Staff shortages at FCRS. Currently 4 of 22 squad members are certified to respond and use the crash truck.
- ▣ Size requires Class II Emergency Vehicle Operator certification to drive the vehicle.
- ▣ Medium duty crash trucks carry extrication equipment capable of freeing 2 victims in the same accident simultaneously.
- ▣ Medium duty crash truck equipment capable of lifting greater weights than light duty.
  - Norfolk Southern
  - US 220 tractor trailer crashes.
  - Farm machinery accidents

## ***FCRS Crash Truck Replacement Project Option #1***

- ▣ Replace the existing crash truck with a medium duty crash truck.
- ▣ Custom chassis requested to transport 4 man crew.
- ▣ Option requires an addition to the squad building.
- ▣ Building owned by the squad, land owned by the Town of Rocky Mount.
- ▣ The current vehicle bays cannot be expanded in length or height.
- ▣ The squad has submitted two separate construction plans:
  - Adds single vehicle bay to house crash truck.
  - The second plan adds two new vehicle bays.
    - ▣ House the squad's ambulances and crash truck downstairs.
    - ▣ Adds squad crew quarters on the second floor above the vehicle bays
- ▣ Cost of crash truck: \$250,000
- ▣ Cost for building addition: \$750,000 - \$1.2 million.
- ▣ Total project costs: \$1.0 million - \$1.5 million.

## ***FCRS Crash Truck Replacement Project Option #2***

- ▣ Turn over vehicle extrication duties to the Rocky Mount Fire Department.
- ▣ Practice is gaining favor nationally as well as in Franklin County.
- ▣ Eliminates duplication of services.
- ▣ RMFD already has a vehicle capable of serving as a medium duty crash truck but it does equipped with extrication equipment.
- ▣ Option #2 would removes Franklin County Crash truck from service and moves equipment to Rocky Mount Fire Department.
- ▣ No addition to current squad building is necessary.
- ▣ Eliminates dual role for EMS providers at MVA's
- ▣ Tradition and political issues may cloud this option.
- ▣ Concerns of turning over responsibilities to a non-jurisdictional entity?
- ▣ Cost to equip RMFD vehicle is estimated at \$25,000.
- ▣ RMFD members are already certified to perform vehicle extrication.
- ▣ No building addition costs will be incurred.
- ▣ Total project costs: \$25,000



## FCRS Crash Truck Replacement Project Option #3

- ▣ Replace the current crash truck with smaller light duty crash truck.
- ▣ Need is justified for inclement weather accidents and those occurring in limited access areas.
- ▣ Vehicle would be capable of fitting into existing space at FCRS.
- ▣ Purchase the extrication equipment for RMFD to equip utility truck for extrication.
- ▣ Option #3 allows Franklin County Rescue to continue to provide patient extrication and rescue services.
- ▣ Provides centrally located medium duty crash truck in system.
- ▣ Option #3 maintains traditional duties of FCRS while eliminating the need to expand their current building.
- ▣ Cost to replace purchase light duty truck \$50,000. (Equipment would be transferred from existing vehicle.)
- ▣ Cost to equip RMFD vehicle: \$50,000.
- ▣ Total project cost: \$100,000.

## FCRS Crash Truck Replacement Project

- ▣ Decision to break with tradition is difficult.
- ▣ Option #1 is more expensive and maintains current service levels.
- ▣ Option #2 is more cost efficient than other options while maintaining current service level.
- ▣ Option #3 expands capabilities of system, expense is moderate, and maintains tradition.
- ▣ Staff identified Option #2 as the option with the least financial impact.

## Urban Interface Project



*Boones Mill Fire Department  
Pumper 7,  
2002 4wd Interface Engine*

## Urban Interface Project Overview

- ▣ Urban interface fire engine for south county responses.
- ▣ Will serve the Fork Mountain, Henry, Snow Creek and portion of Ferrum area.
- ▣ Will be stationed at Fork Mountain Fire Dept to also provide extrication duties.
  - Eliminates need for dual apparatus response to MVA's with patient entrapment.
- ▣ Interface engine
  - Smaller than standard fire engine.
  - Four-wheel drive to access remote areas.
  - Capable of structure fire operations.
  - Concept of use is to protect structures during wildland fire operations.
  - Useful in areas such as Log Cabin Estates, and other developments with poor access during inclement weather.

## Urban Interface Project Overview

- ▣ Only county interface engine is located at Boones Mill Fire Dept.
  - Serves Boones Mill, Callaway, Windy Gap, and portions of Burnt Chimney.
- ▣ Rocky Mount expects delivery of interface engine in fall 2011.
  - Will serve Rocky Mount, Glade Hill, Penhook, portions of Burnt Chimney, Ferrum and Callaway areas.
- ▣ Proposed interface will be smaller than other interface engines.
  - Allows response to homes that were constructed in remote areas with limited access.
  - Career staff available to respond during daylight hours.

## Urban Interface Project Operational concept

- ▣ Interface engine staged at fire to provide primary fire ground operations.
- ▣ Tanker is staged nearby for water supply provided there is access.
- ▣ Brush truck is used in areas of poor access to relay pump water from tanker to interface engine.



## Urban Interface Project Overview

- ▣ Need became evident in Spring 2011 when two structures were lost due to woodland fires in Fork Mountain area.
- ▣ Poor access roads hampered firefighting efforts as standard engines had difficulty reaching fires.
- ▣ Interface engine from Henry County was called in to assist local departments.

## Summary

- ▣ Key factor that improved responder safety was approval to purchase apparatus in 2006.
- ▣ Standard specifications ensures all vehicles meet current safety guidelines.
- ▣ Reduced fund raising activities increased time for responses and training.
- ▣ Vehicle purchases based on proven need.
- ▣ Fleet management plan prevents duplication of resources.

## Summary

- ▣ Five year purchase program encourages planning at all levels.
- ▣ Lower ambulance purchase costs were realized through standard specifications.
- ▣ Standard design allows reallocation of apparatus to remove older vehicles from service.

## Recommendations

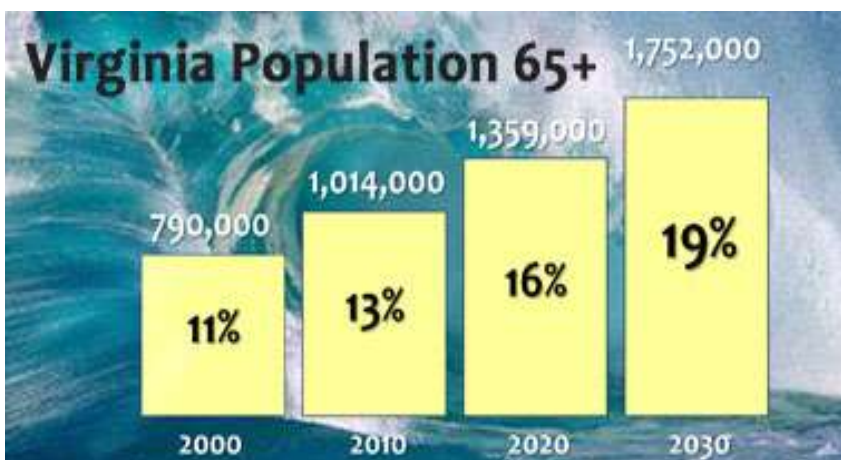
- ❑ Complete current 5 year fleet plan.
- ❑ Reevaluate county specifications to ensure they meet the needs of citizens, maintains responder safety, and meets safety guidelines.
- ❑ Eliminate vehicles from system that are rarely used.
- ❑ Rotate vehicles from busier stations to less busy stations to keep fleet current.

Board advised Daryl Hatcher to move forward with Station Plan for Glade Hill and to look for possible land options. Daryl will talk with David Cundiff on two possible locations that he knows.

Chris Whitlow gave a presentation for the Department of Aging on the projected Senior Population of the County – “The Age Wave”. Rose Nester, along with Maggie Gray was present.

## FRANKLIN COUNTY DEPARTMENT OF AGING SERVICES

### The Age Wave



Source: Older Dominion Partnership: <http://www.olderdominion.org/>

# The Age Wave

## Franklin County Projected Senior Population

	2010	2020	2030
≥65+	9877	11,964	14,767
Percent	17.6%	20.8%	23.6%

Source: Virginia Employment Commission, <http://www.vawc.virginia.gov/analyzer/default.asp>



# The Age Wave

- ▶ By 2030, the population in Virginia over the age of 65 will have doubled to over 1.8 million citizens
- ▶ Increasing life spans mean 18–22 years in retirement
- ▶ Greater numbers of seniors and increasing life spans will mean significant increase in demand of services for maturing Franklin County citizens
- ▶ By 2030, ages 65+ will be County’s 2<sup>nd</sup> largest age group (slightly behind 40–64 age group)



## DEPARTMENT OF AGING SERVICES

# Two Senior Groups

- ▶ Governments will be asked to fulfill much greater levels of NEEDS and WANTS from the older population

### Frail Seniors

- Need Increased Services
- ▶ Transportation
  - ▶ Medical Education
  - ▶ Nutrition
  - ▶ EMS Services (\*13% of Westlake calls in 2011 were to the Assisted Living Facility)
  - ▶ Socialization

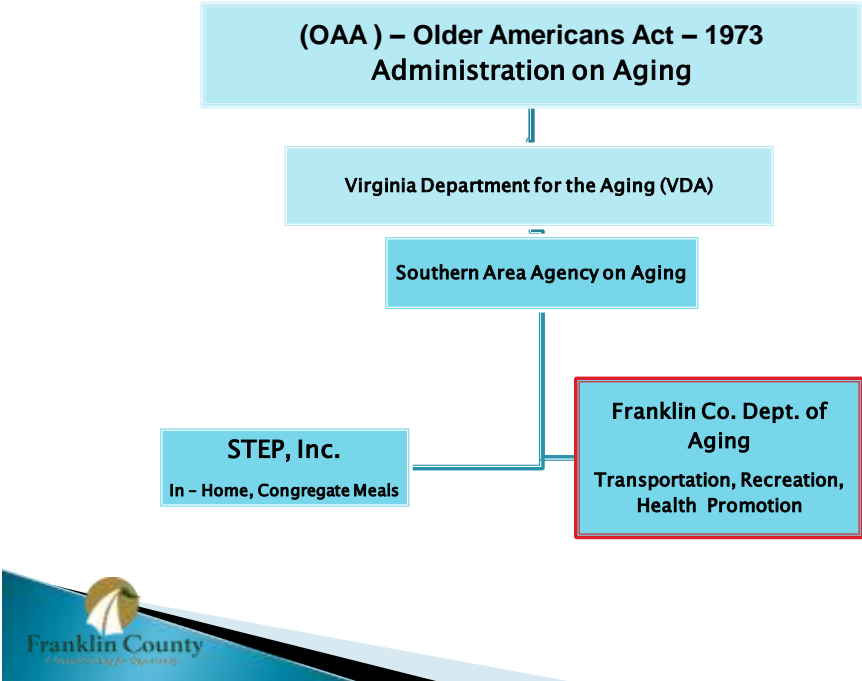
### Healthy Seniors

- Want Increased Services
- ▶ Recreation / Leisure Activities
  - ▶ Financial Advice (Estate Planning, Etc)
  - ▶ Socialization

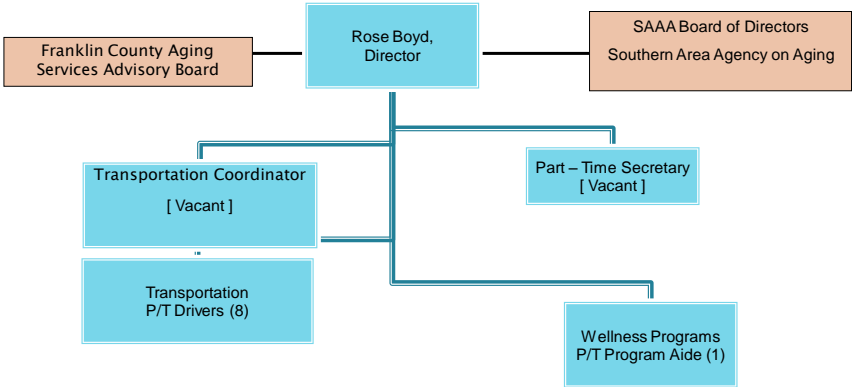
## Emerging Trend of Healthy Seniors Caring for Frail Seniors



## DEPARTMENT OF AGING SERVICES



Aging Services



Mission: Provide the County's older population with safe, affordable, effective, and reliable services in a courteous and respectful manner that successfully improves their quality of life.

Franklin County logo

*Focus Areas*

- ▶ Socialization / Recreation
- ▶ Nutrition / Disease Prevention
- ▶ Transportation
  - ▶ Medical Transportation is currently the TOP priority



## ***Socialization - Recreation***

- ▶ Offers activities, such as bingo and music, during 4 congregate meals each month
- ▶ Greatly reduced offerings in last decade
  - ▶ (Use to hold 12–16 meal activities per month)
  - ▶ Decreases in Title IIIB Funding
- ▶ 2010–2011 Numbers:
  - ▶ \$7876 Title IIIB Funding
  - ▶ 86 Customers
  - ▶ 98 Group Events



DEPARTMENT OF AGING SERVICES

## ***Nutrition – Health Promotion***

- ▶ Offers health-related educational opportunities and hosts health screenings
- ▶ Reduced Title IIID Funding in last decade
- ▶ 2010–2011 Numbers:
  - ▶ \$3,606 Title IIID Funding
  - ▶ 86 Customers
  - ▶ 45 Events
  - ▶ 18 Customers regularly utilizing exercise equipment



DEPARTMENT OF AGING SERVICES

## ***Transportation***

- ▶ Driving senior and economically-disadvantaged residents to and from medical appointments and essential treatments (i.e. daily and weekend dialysis)
- ▶ Transporting elderly citizens to and from congregate meals and basic shopping needs on a limited basis
- ▶ Department receives majority of funding for transports from state and federal funds
- ▶ Transportation is provided free or at a low cost to Franklin County citizens




DEPARTMENT OF AGING SERVICES



# Transportation

- ▶ 2011: 10 buses and 8 part-time drivers providing transport services 6 days per week
- ▶ Serves over 500 citizens making over 8,000 one-way trips annually
- ▶ Shift in focus in recent years from Socialization / Recreation to Medical-related Transportation
  - ▶ Medical Transports jumped from 2.9% of total transports in 2000 to 84% today
  - ▶ 384 Socialization/Recreation clients in 2000 vs. only 86 in 2011




Franklin County

DEPARTMENT OF AGING SERVICES

Transportation

- ▶ Transport miles have increased from 69,058 miles in 2000 to 131,688 miles in 2010. Projected miles for 2011 is approximately 88,000 miles as higher fuel costs continue to constrain budgets.
- ▶ Transportation of seniors (those over 60) is approximately 84% medical related
- ▶ Oct. 2010 – June, 2011 Numbers:
  - ▶ 329 transportation clients
  - ▶ 65,573 Miles
  - ▶ 3333 one-way trips

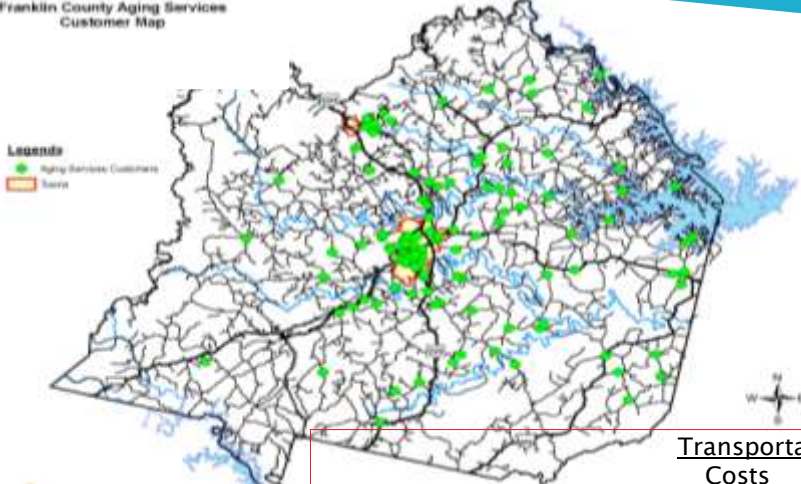


Franklin County

DEPARTMENT OF AGING SERVICES

Transportation

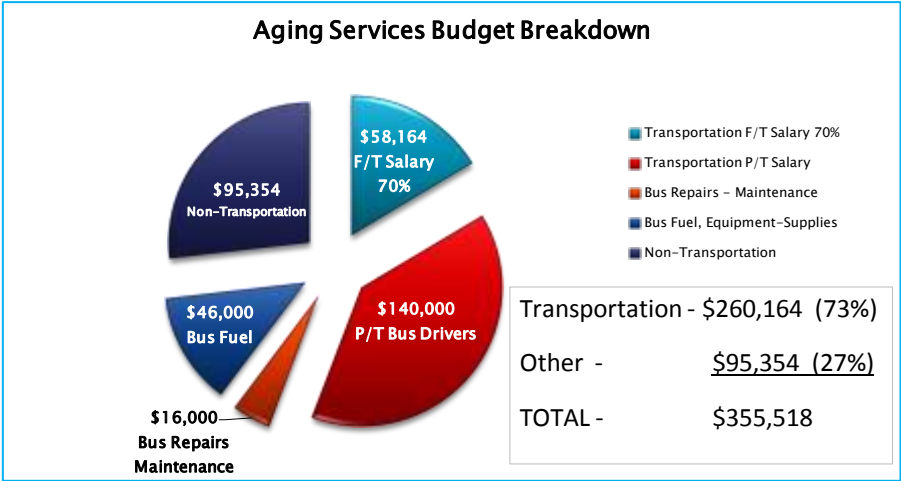
Franklin County Aging Services  
Customer Map



Transportation  
Costs

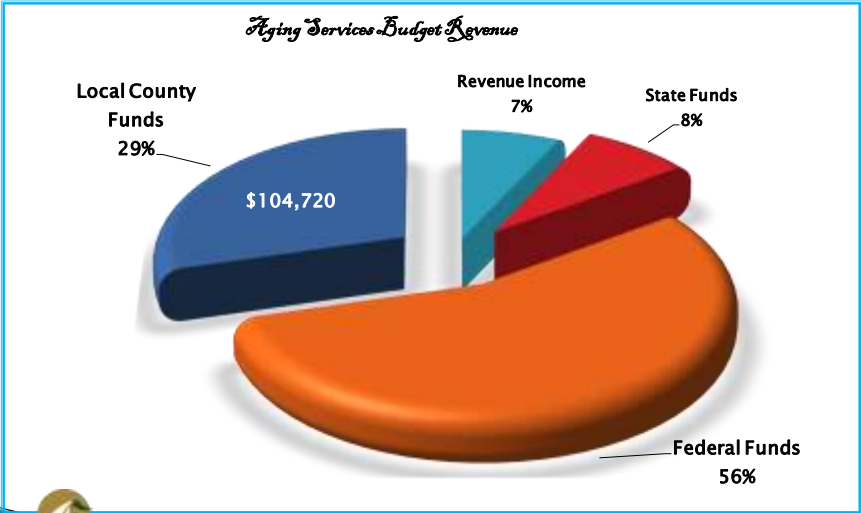
Avg. Cost per Mile \$1.52  
Avg. Cost per Hour \$43.40  
Roundtrip to Roanoke from Town –NHs \$105  
Roundtrip to Roanoke from rural area \$140+

Budget



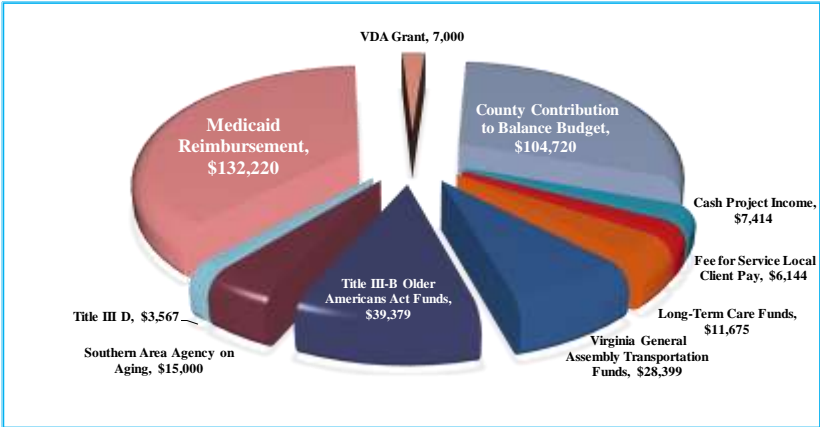
DEPARTMENT OF AGING SERVICES

Funding



DEPARTMENT OF AGING SERVICES

Funding Sources



DEPARTMENT OF AGING SERVICES

## *Medicaid Transportation*

- Department of Aging currently receives majority of its transportation clients and revenue from Medicaid
  - Aging Services serves as a transportation subcontractor for Logisticare and VA Premier (Virginia Department of Medical Assistant Services)
  - Medicaid Reimbursement Program
    - Occasional issues with adequate mileage rates
  - 30 Day Agreements & Cancellation Policy



DEPARTMENT OF AGING SERVICES

## *Bus Fleet*

- Ten Buses
  - One new bus purchased every 2–3 years
  - Approximate Costs (\$45,000) Last one in 2010
  - Partnership Grant
    - County 20% Match (\$9000)
    - Federal Transportation Authority 5310 Funding
    - Coordination Requirement with other agencies
  - Ownership
    - County holds title (2)
    - VDRPT holds lien until buses reach 100K miles



DEPARTMENT OF AGING SERVICES



## *Facility*

- The Senior Center is currently located in leased space from the American Legion along Tanyard Road.
  - Older Building
    - ADA non-compliant
    - Poor accessibility
    - Inadequate public restrooms
    - HVAC challenges
  - Verbal Lease Arrangement
    - Annual Lease is currently \$6,000
    - County inmates clean & maintain facility
    - County pays utilities (approx. \$10,000 per year)



DEPARTMENT OF AGING SERVICES

## Challenges

- What is the Department's immediate challenge?

### Determining County's Role in Continuing to Serve Local Seniors (Healthy & Frail Groups)

- Department at a crossroads given unknown age wave demand vs. existing resources
  - Transport Services (Increasing demand for transports)
  - Recreation/Socialization and Health Promotion (Increasing demographic for senior-focused activities)
  - Facility Issues (ADA, Adequacy, Lease Arrangement)



### Transportation

- A transportation program is a much needed service in the community, but does not have to be run by the County. Medicaid reimbursement programs are offered by nonprofits and private companies in other communities. Currently, the transportation program requires a County taxpayer subsidy of approximately \$80,000 for FY '11-'12, including capital and space expenses.
- Question: Should the County look at other alternatives, such as putting out an RFP to see if there is another entity that wishes to operate the senior transportation system in Franklin County?



### Recreation/Socialization and Health Promotion

- Recreation, fitness, nutrition, socialization, and senior issues programming is minimized in its current configuration. Such activities and programs are sometimes provided by varying groups (Parks & Recreation, YMCA, )in other localities.
- Question: Should the County explore such alternatives and potential partnerships? (i.e.)
  - Shift & enhance programming to Parks & Recreation
  - Provide programming as a contractual relationship with other entities





## *Challenges*

### Facility Issues – The Senior Center

- The leased space which currently houses the Aging Services Program is not compliant with current disability access regulations and cannot easily be made compliant.
- Question: If the County is to run Senior programming, where should it be housed? (i.e.)
  - Relocate and combine current offices with Parks & Recreation
  - Move programs to off-site areas and other facilities (i.e. YMCAs, Community Centers)



## *Considerations*

### Age Wave Planning

- Recently, more attention has been given to planning for the rapid growth of the senior population. National, State, and Regional groups are beginning to coordinate with localities to develop Comprehensive Aging Plans.
  - Affordable Housing Inventories and Demand Analysis
  - Land Use (scale, walk-ability, lighting, accessory uses)
  - Transportation
  - Accessible & Adequate Health Care
  - Recreational Amenities, etc.
  - EMS Planning
  - Volunteer Task Force (ambassador programs)



## *Considerations*

### Possible Next Steps

- Following Board guidance and direction regarding the challenges as previously listed, staff is prepared to meet with the County Aging Services Board and other interested parties to seek further input.
- Work this upcoming budget season to implement any new items or changes.



Discussion from Board included the need for a back-up for Rose Nester. Chris Whitlow advised them that a current driver is being trained on transportation needs. Suggestions from Board were to look into more involvement from outside groups and agencies and possible outside interests for aging activities. Board also suggested to review with local Aging Board and to report

back to them with their suggestions. The local Aging Board is scheduled to meet on August 19<sup>th</sup>, 2011.

This concluded the presentations for the Board Retreat. Three items were left undone, but will be presented at the regular meeting of the Board on July 19<sup>th</sup>. They were the 2011-2012 Budget Preview; Sheriff's Department Participation in County Pay & Classification System 2012-2015; and Landfill Timeline, Landfill Development Challenges.

\*\*\*\*\*

Chairman Wagner adjourned the meeting.

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CHARLES W. WAGNER  
CHAIRMAN

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RICHARD E. HUFF, II  
COUNTY ADMINISTRATOR